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# INDUSTRIAL WELFARE SOCIETY

ANNUAL REPORT  
1938



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# INDUSTRIAL WELFARE SOCIETY

Founded 1918

Incorporated 1928

## ANNUAL REPORT

WITH BALANCE SHEET

for the year ended

June 30th, 1938

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## INTRODUCTION

THE publication of this Report coincides with the beginning of the third decade of the work of the Industrial Welfare Society in a movement which before its formation had been sporadic and lacked direction. The Council therefore feel that this is a fitting moment to review the achievements of the last twenty years and draw attention to the wide range of questions now embraced in the term Industrial Welfare. Before the establishment of the Welfare Department at the Ministry of Munitions in 1916 efforts had been made by individual firms to promote better understanding between the management and the workpeople and to improve working conditions, but it required a centralised endeavour to give impetus to the welfare movement and prove its value.

When the question is asked: "What is industrial welfare work?" it is not easy to give a simple reply, because it is a developing and pioneering movement. When in 1918 the Society was formed to carry on, along voluntary lines, the work started by the Ministry of Munitions, attention had first to be given to meeting a number of simple human needs in the factories of the country: the provision of canteens, adequate treatment of injuries and accidents, improvements in working surroundings, and so on. But now, such is the diversity of the movement and so rapidly do new problems arise in modern industry that it is almost impossible to limit the boundaries of industrial welfare.

It can be stated without hesitation that the last two decades have seen an entire change of outlook, not only on the part of those who control the affairs of industry, but also on the part of the workers and their representatives. Throughout the world recognition is being given to the fact that in the end production depends upon the individuals who collectively form the working unit. "The theorist conceives human society as an association of individuals, of corporations, of classes, of rulers and ruled, of rich and poor, of workers and the holders of capital. But in its biological character—and to biological facts appeal must in the last resort be made—human society is none of these things; it is an association of men and women." So long as industry remembers this truth, those who control it must realise that clubs, playing fields, social organisations of all kinds, useful though they be, will have little effect unless there has been established confidence, a sense of justice, a feeling of security and responsibility within the factory. The achievement of that confidence by harmonious and effective co-operation is the whole purpose of the industrial welfare movement. Once this has been accepted, all the day-to-day activities



dealt with in this Report, whether advice about some detail of canteen administration, the layout of a sports ground, the appointment of a welfare supervisor, the development of some new field of welfare work such as the proper treatment of fractures, or holidays with pay, fall into their place as instruments in building up a new social structure.

But, it is sometimes asked, is not the improvement of working conditions the business of the State, which alone can make compulsory regulations for the health, safety and well-being of the industrial worker? The reply to this is that in our country legislation as a rule merely consolidates and gives sanction to what has already been proved beneficial and effective, and enforces upon the backward member of society that which the more enlightened have approved. The State leaves the initiative to private enterprise and voluntary agencies, and when the time is ripe standardises what has proved good. The new Factories Act is a case in point. It has given industry a code far in advance of anything thought possible twenty years ago, but for the progressive firm it presents no hardship, for already the latter has outstripped the minimum requirements of the Act. Just as the first Factory Acts were based upon the experiments of men like Owen, so to-day the State in the Factories Act, 1937, has enforced the improvements undertaken voluntarily in recent years by those employers who accept the aims of the industrial welfare movement.

This is the answer to those who would see some conflict between the official and voluntary aspects of such a movement. The Act is above all a stimulus to further effort, for it gives sanction to what has been done, and recognises as a matter of national importance what was once regarded as sentimental humanitarianism. It marks a milestone on the journey whence the Society can look ahead to the many new social and industrial problems which demand careful study. For example, the tendency to build factories in new and isolated districts raises questions of housing, the journey to work, and the need for creating around the place of work a new social group. Since the smaller factories employing less than 250 people are responsible for over 56 per cent of the workpeople of the country, the employer, however great his desire to initiate welfare schemes, is often severely handicapped by the size of the group. There seems, therefore, to be some need for joint enterprise similar to those which are meeting with considerable success in the Slough and North-Eastern trading estates, where community centres have been established.

Despite all that has been done to give greater security to the wage earner through National Unemployment, Health and Old Age Pension Insurance,



and through contributory pension schemes set up by individual firms, there remain for the worker the mental strain and anxiety of uncertainty of employment, short time, or injury which may render him incapable of work before he reaches pensionable age. The problem of short time in the seasonal industries is one of great difficulty. Similarly the need for suitable light work for the partially incapacitated, and the evil of the blind alley job which offers no hope of employment to the boy when he reaches manhood, are matters which challenge men of goodwill to-day. Progress depends on individual experiment. It is thus that industry is dealing with the question of holidays with pay. The Departmental Committee on Holidays with Pay did not in its report recommend immediate legislation, but encouraged the extension of voluntary agreements with a view to general legislation, if required, at a later date. The result already has been a considerable extension of holidays with pay by collective arrangement, and it is hoped that in the end this may lead to increased leisure for all.

The Council therefore feel that, just as in the past the Society gave direction in such matters as the provision of pithead baths, canteens, the setting up of works medical services, the appointment of welfare workers in the larger firms, so to-day there is an even greater need for pooling experience and knowledge and moulding public opinion on these newer questions. This work cannot be done with any hope of success unless there is some channel of communication between those upon the spot in industry and the co-ordinating body, and here the Council would like to pay tribute to the admirable and valuable work being done all over the country by employment managers, welfare supervisors, safety officers and industrial doctors and nurses. Such men and women are scrutinising industry from within and endeavouring to reduce, so far as is humanly possible, the effect of strains and stresses upon the workers.

It is apt to be forgotten that within the span of a single life changes have taken place in industry as drastic as those associated with the Industrial Revolution. The old simple relationships of comparatively small communities have been shattered, and there has yet to be built up within the limits of the present factory system some new sense of social function. The question requiring an answer from industry is whether, under modern conditions, something of that old social harmony can be restored. The industrial welfare movement is trying to find a solution, and in this Report the Council hope to show how the Industrial Welfare Society is endeavouring to take its share in the task.



## INDUSTRIAL DEVELOPMENTS

The year under review was one of relative prosperity in many industries and of exceptional activity and expansion in a few. This economic activity enabled many firms to make improvements in their welfare arrangements and others to introduce new schemes.

Perhaps the outstanding improvement that may be noted is the increasing attention being given in all branches of industry to the environmental conditions of work. This expresses itself in many ways, such as the study of problems of lighting, heating, ventilation, seating and cleanliness and, though these matters are all now regulated by the Factories Act, many firms have gone beyond the minimum requirements of the Act in attempting to secure conditions of work which will give the maximum of comfort to their work-people.

In the factory buildings themselves, cheerful colours, pleasing layout of the shops and often music have been introduced to add to the amenities of factory life. Many firms have taken the opportunity to move into new premises, often situated in spacious and well-planned grounds, and these new buildings offer sharp contrast to the old, dingy workshops crowded in the centre of cities. Quite apart from the comfort of working in such factories, they are a signal contribution to better health due both to their situation and their design. In a few cases owing to improved methods of production on transferring to such factories, hours have been shortened or the five-day week introduced.

The new buildings in the majority of cases are of high architectural merit and as such the new factories of Gillette Industries, Ltd., Boots Pure Drug Co., Ltd., Batchelor Peas, Ltd., or the factory which has been planned for Josiah Wedgewood and Sons, Ltd., may be cited. As far as possible they are designed not only to provide the best working conditions, but also to blend with the neighbouring countryside or buildings. In some instances, where housing provided a difficulty in the new area, the firm has undertaken the building of a housing estate administered by an independent Trust and special arrangements have also been made with the transport services to ease the burden of the journey to work.

In keeping with the high standards now set by industrial buildings, the new ambulance rooms, canteens, sports centres, and other welfare departments similarly, are excellently designed. Many of these replace buildings or rooms which had served in their time but were no longer adequate for their purpose. A number of canteens have thus been reconstructed and, as examples, Standard





Day continuation class at Mather and Platt, Ltd.

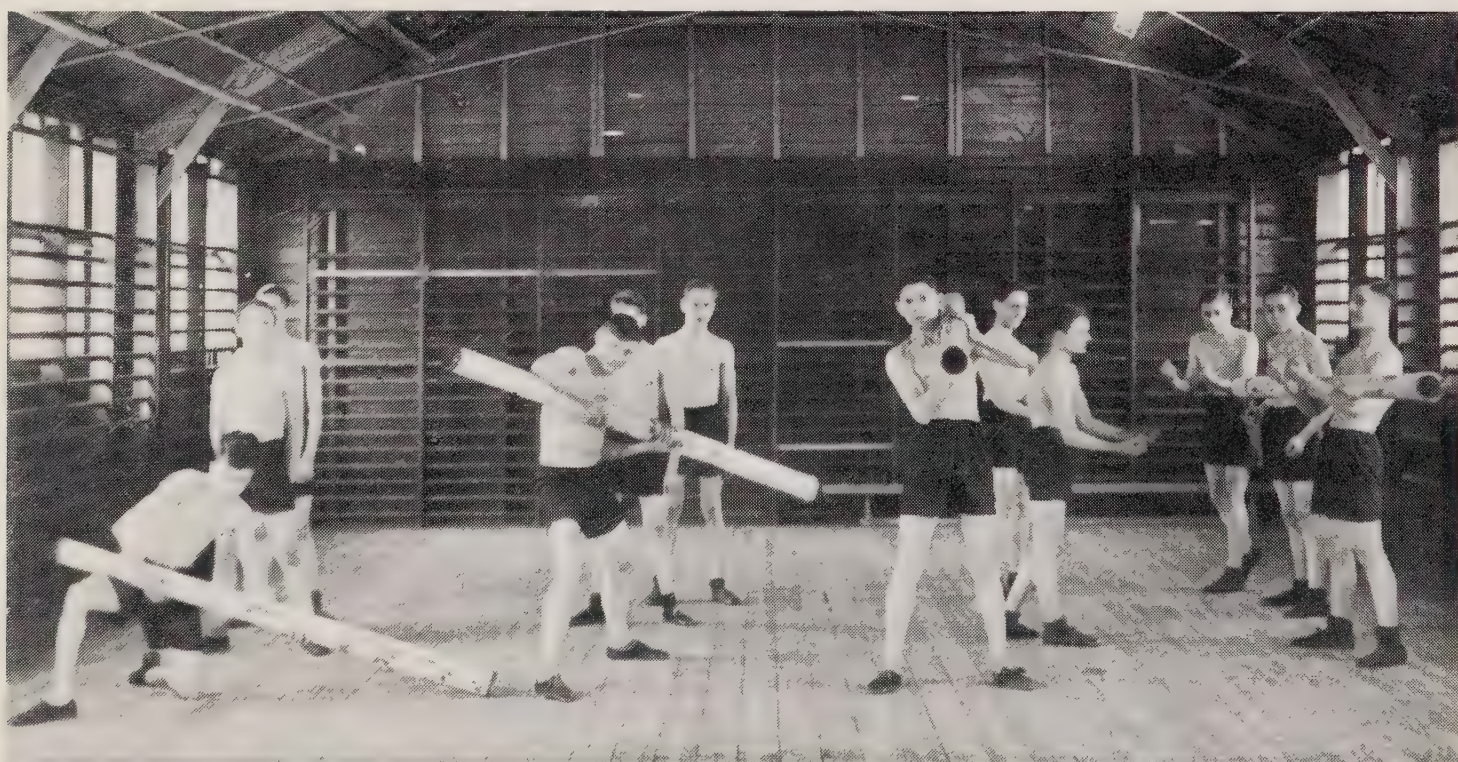


H.M. The King  
Patron of the Society



*Left:* Some of the King's guests at camp.

*Below:* Dexterity exercises at the continuation school of Mather and Platt, Ltd.





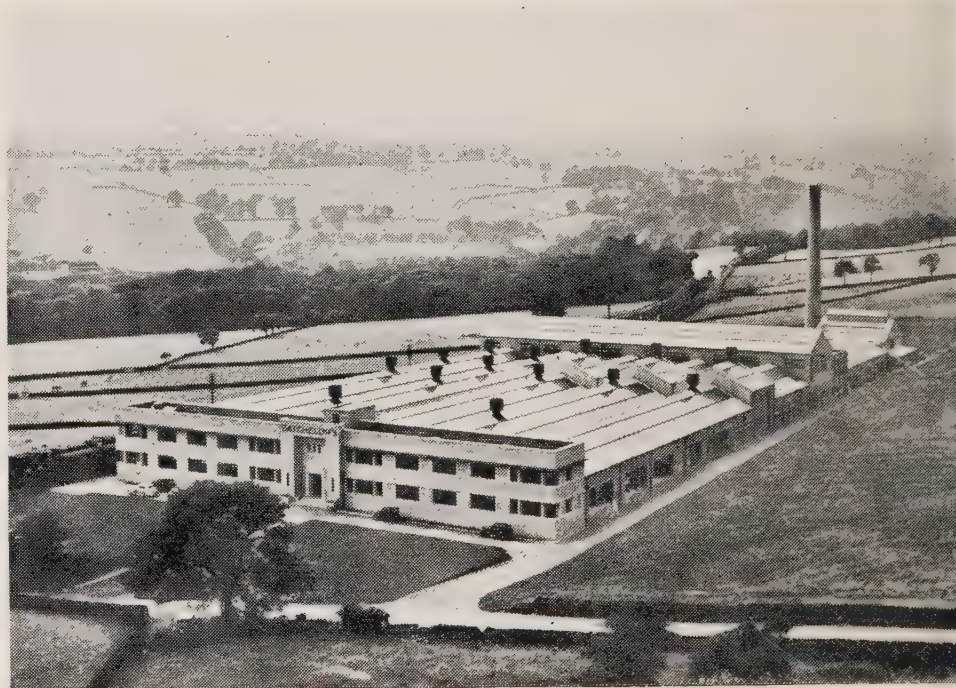
*Right:* The surgery at the Doncaster Works of Pilkington Bros., Ltd.



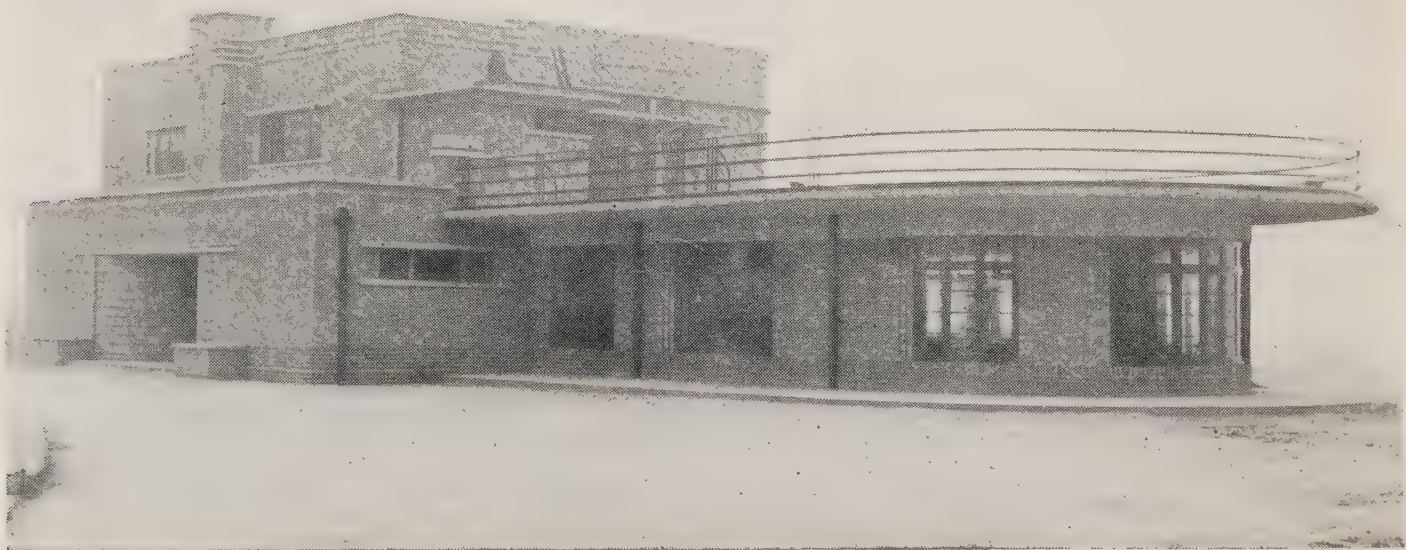
*Below:* Safety device shown at the Permanent Exhibition of the Royal Eye Hospital.



*Right:* New Wadsley Bridge factory of Batchelor's Peas, Ltd.



*Below:* Stanton Men's Institute, opened by Stanton Ironworks Co., Ltd.





Telephones and Cables, Ltd., Horlicks, Ltd., Aveling and Barford, Ltd., or Stewarts and Lloyds, Ltd., may be quoted. Some firms have built, in response to requests from their employees, special social clubs with a dance and concert hall, rooms for games such as billiards or table tennis, a refreshment bar and a gymnasium. Thus, W. D. and H. O. Wills have built such a centre at Bristol, London Brick Co., Ltd., at Stewartby and Peterborough, Saxone Shoe Co., Ltd., at Kilmarnock, Stanton Ironworks Co., Ltd., at Nottingham, while Kodak, Ltd., are constructing one at Wealdstone, as are Stewarts and Lloyds, Ltd., at Corby. Other firms have acquired country houses near their works and are using these as social centres, laying out playing fields in the grounds. Such is the club house of John Dickinson and Sons, Ltd., at Hemel Hempstead, and the boys' club run jointly by Uppingham School and Stewarts and Lloyds, Ltd., at Corby.

In the field of health many new ambulance rooms have been opened, and a trained staff has been put in charge so that injuries and accidents may receive immediate and efficient treatment. At some works, special rehabilitation treatment has been made available for workers who have not fully recovered strength of movement after severe accidents, such as fractures or sprains. Two new surgeries that may be mentioned are those of Bryant and May, Ltd., and of Pilkington Bros., Ltd.

Two other matters may be mentioned here as of special interest. Almost each week during the year brought notice of new pension schemes introduced to provide for the old age of workers who previously had only been able to look forward to the statutory old age allowance. This marked increase in the number of industrial pension schemes, some of which included female employees, is one which in every way is to be welcomed, and one to which the Society has been able to give special help. The other development has been the enormous increase in the number of firms who voluntarily grant holidays with pay, for during the year the number who receive paid holidays has been more than doubled.

This year some illustrations have been included in the Annual Report to give a better idea than can be done by description of the work embraced by the Society. The photographs are of work undertaken by member firms and of new developments initiated by them in various fields. In many instances the Society was able to supply information which proved of material help in completing these developments. The Council would like to thank those firms who have sent photographs and have allowed them to be reproduced.

## INFORMATION AND RESEARCH

THE collection and co-ordination of information on the human problems of industry is one of the principal functions of the Industrial Welfare Society, and these notes will give some indication of the research work done during the past year.

### HOLIDAYS WITH PAY

The rapid growth of the movement for holidays with pay has brought in its train many problems. The Society presented a memorandum on the subject to the Holidays with Pay Committee set up by the Government, and gave information to a large number of enquirers on questions such as methods of payment, calculation of pay and the staggering of holidays. The actual granting of holidays with pay is, however, only a first step, for a week's pay is not in itself sufficient to enable the man with a family to take a holiday away from home. If full advantage is to be taken of the new opportunity for leisure, two further developments are necessary: facilities whereby the worker can save during the year, and the provision of suitable accommodation at reasonable costs.

The Society has prepared a booklet on holiday savings schemes, based on firms' experiences of the best methods of establishing such schemes, and in co-operation with other interested organisations is considering the problem of accommodation. In response to a letter which appeared in *The Times* above the name of Mr. A. C. Pearce, pointing to the need for the "working-class equivalent of the well-managed hotel," the Director wrote emphasising this and declaring the willingness of the Society to co-operate in any movement towards this end. It is probable that the problem will have to be met by the provision of holiday homes with accommodation for families, by public-spirited individuals and organisations, at any rate for some time to come. These homes might serve a dual purpose as holiday homes during the summer and as rest or convalescent homes out of season, thus offering some solution of the difficulty so often experienced of the lack of some place to which the tired or convalescent worker may be sent to recuperate.

Now that foreign travel is cheap and easy its popularity is steadily growing, but many more workpeople would take advantage of the special facilities provided by travel agencies were these brought to their notice. Through its Journal the Society has given publicity to many of these holiday plans, and also



arranged a showing of travel films by one of the agencies for the benefit of welfare supervisors in the London area.

Last year's Report referred to the appointment of the Director to the Advisory Committee of Correspondents on Workers' Spare Time set up by the International Labour Office. At the beginning of 1938 the Committee asked for a report on the facilities in Great Britain for workers' holidays during their holidays with pay, and later for a supplementary report on holiday camps for young workers. To compile a memorandum on the part being played by British industry in this development the Society sent out an enquiry to a large number of member firms asking for details of their provisions, in addition to a letter widely published in the Press. Although replies showed a wise reluctance on the part of employers to do anything which might be construed as "interference" with the spare time of the workers, they showed at the same time that where a definite need for holiday accommodation, camps, holiday savings or information on travel was felt, the firms were only too glad to assist, preferably in the form of subsidising voluntary enterprise on the part of the workers. In its report to the International Labour Office, therefore, the Society laid particular emphasis on the importance of the voluntary principle in this country as against "paternalism" or state interference with leisure, and gave a full account of the expression of this principle in various firms' schemes.

#### RECREATION

Since the Society was receiving numerous enquiries on works recreation schemes, it was felt that the publication of a booklet on this subject would meet a general need. Detailed information was gathered from member firms as to existing facilities, ranging from literary and dramatic clubs to sports clubs and playing fields, and published under the title of "Recreation in Industry." In addition to practical accounts of what can be done to encourage leisure pursuits, the booklet contains much useful information on possible co-operation with existing organisations in every branch of sport or hobby. The publication of the booklet brought most gratifying comment in the Press.

#### GENERAL ENQUIRIES

In the interchange of information between the office and members subjects for enquiry are frequently suggested which turn out to be of general interest. Thus a discussion in the Society's Confidential Bulletin on methods of paying

wages disclosed some interesting variants of practice with regard to "lying-time" and the weekly pay-day, a matter which seems to be little regulated except by custom.

Another such enquiry, suggested by a member, covered the possibility of extending the five-day week to the office staff; the replies illustrated various ways in which the difficulties of Saturday closing in the office had been overcome, or had proved inconsiderable after trial.

Questions connected with the five-day week in general have received considerable interest, and the Society has frequently been asked for information on firms' experience in this country of its effects on production and on welfare. Two large firms among the Society's members have been able, during the year, to assess the results of the five-day week in their factories over a sufficiently long trial period, and in both these cases it has proved very successful; production has been maintained with reduced weekly hours of work, and the advantage to the employees has been shown in such ways as better health and greater enthusiasm for leisure activities, as well as in their co-operation in making the system work smoothly. Although it is unsafe to generalise from individual cases, such experience is an encouragement to further trial of the five-day week under varying industrial conditions, particularly in firms where confidence and good relationship with the employees make it possible to undertake an experiment and to assess the results.

The question of the care of older workers and the provision of "pre-retirement" jobs for them has been raised in several aspects, and is likely to be one of the problems needing discussion and experiment in the near future, although at present only very few firms have developed practical schemes for dealing with it.

An enquiry was made during the year into the present position of Works Councils, and it was satisfactory to find that among firms in touch with the Society most of the old-established councils have steadily continued their work, some with enlarged scope and functions, while a few new councils have been formed during the last four or five years. This information the Society was able to put at the disposal of Political and Economic Planning in their general enquiry into co-operation in industry.

#### BOOK ON INDUSTRIAL WELFARE

A grant from the Sir Halley Stewart Trust has enabled Mr. A. V. S. Lochhead to be seconded for a year from work on the Journal in order to concentrate on



study and research for the book on “Industrial Welfare” which it is hoped will be published some time next year. The need for such a book is amply illustrated by the fact that the only standard work on the subject in this country is that published by Miss Proud in 1918. Since then progress has been so rapid that it is time the whole position was restated. Moreover, visitors to this country from abroad, and those wishing to take up welfare work in industry, have no authority to which to turn for guidance on what is being done within industry to-day. The term “industrial welfare” now embraces such a wide range of services to the community, and the welfare supervisor holds such a key position in modern industry, that it is essential that recent developments should be made known and all the aspects of the subject dealt with authoritatively.

#### LIBRARY

Some seventy new books on industrial and social questions have been added to the Society’s loan and reference library during the year, and the publication of the catalogue has, it is hoped, made its resources better known to members.

#### CANTEENS

This year there has been a considerable demand for information on the layout, equipment and costs of canteens, which has involved much consultation and planning, and it is clear that industry is taking very seriously the question of provision of adequate meals for the workers. These canteens usually fulfil the dual function of providing meals during working hours, and accommodation and refreshment to various works clubs in the evenings. The Society has also advised firms on the appointment of canteen managers. Growing attention is also being given to the important question of diet, and to the study of meals suited to the type of work performed by those who use the canteen. Another matter, in which the Society has had some influence, is the extraordinarily rapid increase in the consumption of milk. A few years ago this habit would have been ridiculed by workers in the heavy industries, but as a result of the national publicity campaign it is now becoming widespread with beneficial results to all concerned.

#### SICKNESS RECORDS

The figures and analyses of sickness absence which have been sent in to the Society by a small, but increasing, number of firms have been particularly welcome. To the individual firm such records can provide an index to many of

the human problems of the organisation, reflecting not merely the impact of physical environment on the workers, but situations of boredom, constraint and maladjustment. As material for the study of industrial sickness in its wider aspects, firms' records are also most valuable, and many more are needed than are at present available for this research. The Society is very glad to assist firms in putting a record system into operation, and to receive copies of any figures which members are already keeping. The use of the standard sickness record form prepared by the Industrial Health Research Board is doing much to make the sickness experience of different firms comparable, though many firms have not yet adopted it in their welfare departments.

#### LEGAL QUERIES

The new Factories Act, which came into force on the 1st July, 1938, brought with it, as was to be expected, a great number of problems for individual firms. The Society's legal department, in addition to arranging the lectures mentioned later in this Report, has answered many hundreds of enquiries on specific questions arising out of the Act. Another fruitful source of enquiry was a case which brought into prominence the obligation of the Truck Acts in so far as they concerned deductions from wages for tools, overalls, canteen meals and subscriptions to various works funds. A steady number of questions about pension funds come in to the office and it is good to note how many of these concern the introduction of new schemes. In these cases the Society has been able to advise firms at every stage in the setting up of these schemes, and draft the necessary trust deeds. Other works funds, such as benevolent, sports, and holiday savings funds, have been initiated with the Society's help, and in many cases rules for proposed or existing funds carefully scrutinised. Questions of derating both of premises devoted to works clubs or canteens, and of playing fields are also raised from time to time.



## EDUCATION

To keep before industry the importance of a sound personnel policy, and to educate those about to enter factory life to recognise the problems and needs of the human element is one of the chief tasks of the Society. Much is achieved by the monthly Journal and the confidential Bulletin issued bi-monthly to member firms, but in addition addresses are given by the Director and the staff to schools, university groups, Rotary Clubs and other bodies, such as the Luton and District Industrial Safety Association. Lectures of a more general character to audiences not directly connected with industry, such as the Glasgow Royal Philosophical Society, the Central Council of Education, and the students of the London School of Hygiene and Tropical Medicine, have helped to spread knowledge of the movement, and have provided useful contacts with individuals and organisations. In addition, members of the staff have been invited to speak or present prizes at numerous functions arranged by member firms, at club performances, at the opening of works' canteens, recreation rooms, playing grounds, and so on.

A lecture by Mr. J. Paley Yorke, of the Association of Technical Institutions, at the Society's Annual Conference, and Mr. Hyde's previous address to the Association brought to the fore the need for co-operation between this branch of education and industry, and the importance of training young executives in the principles of industrial welfare. The London County Council include this subject in their general syllabus on factory organisation, and at two of the evening institutes the Director was invited to speak to the engineering class on industrial welfare and the part of the junior executive in this movement.

There are a number of foremen's associations, works councils, and safety committees existing in member firms which do admirable work in promoting safer working conditions and investigating causes of accident or discontent. Members of the Society's staff are often asked to speak to these groups, and welcome the opportunity of direct contact with those who are ultimately responsible for the smooth working of their shops.

To meet the difficulties of those upon whose shoulders would fall the responsibility of carrying out the provisions of the new Factories Act, the Society invited Mr. H. Samuels to give a course of three explanatory lectures followed by questions and discussion on the details of the Act. This course proved so successful in London that it was repeated in Birmingham, Liverpool,



Manchester, Leeds, Leicester, and Nottingham. At the invitation of the Hull and District Industrial Safety Council a single lecture on the Act was given in Hull, and single lectures were also arranged in Bristol, Glasgow and Newcastle. The latter had a record attendance of about 400 and proved so popular that shortly afterwards the Director was invited to address a similar meeting in that city on the general subject of industrial welfare. For arranging the Hull, Glasgow and Newcastle lectures the Council wish to thank Mr. George Colston, Mr. J. B. Longmuir and Mr. H. A. Murton. The longer course of ten lectures on Industrial Law was repeated in the autumn of 1937 in London.

Foremen's tours have now become a regular feature of the Society's work. During the year tours were arranged in Sheffield, Leicester and Leeds, and in each case the demand exceeded the number of places available. The tours last two days and include visits to neighbouring firms and discussions with executives and among the foremen themselves. The interest shown by the participants and the reports afterwards received by the Society have proved the value of these exchanges of experiences and opinions between those who rarely, if ever, have the chance to go outside their own factory and see what is taking place in other firms or industries.

It has long been evident that films might play a most useful part in educational work in industry. For many years they have been used in America and on the Continent for apprentice training and the prevention of accidents and disease. In Great Britain, however, the development of industrial educational films has been limited, and for subjects such as safety few are available. Therefore, in co-operation with the National "Safety First" Association, the Society has attempted to arouse interest in the possibilities of the film as an ancillary method for education and safety work. To show some of the continental safety films a meeting was arranged (by the courtesy of Gaumont-British) in November, at which a number of employers, safety officers and welfare workers were present. Articles on the subject were published in the Journal. A second joint meeting was held as a part of the Congress of the National "Safety First" Association in May, and it was most encouraging to find that in the interval several new films had been made by firms in this country, notably by British Thomson-Houston Co. Ltd., by Mather and Platt Ltd., and one by Kodak Ltd., presented to the Royal Eye Hospital. In the course of time it is hoped to build up for the benefit of members a library of films covering different aspects of safety work in the various industries of the country.



# HEALTH

## FRACTURES

For the last three years the Society has been active in the movement for the treatment of fractures in organised clinics by modern methods, for this is a matter of vital concern to industry, as the annual figures of industrial accidents show only too plainly. In this work the Society has been in close touch with the Interdepartmental Committee on the Rehabilitation of Persons Injured by Accidents, set up by the Government. In order to meet various criticisms of the claims made for the new methods, the Society undertook some research into the matter and gathered statistics to strengthen the general case for re-organisation.

During a short visit to Vienna the Director made the acquaintance of Dr. Lorenz Böhler, the distinguished fracture surgeon, and spent some time visiting his clinic and discussing methods with him. Later another member of the staff, Mr. Lochhead, joined a party visiting the clinic and gathered information on questions of organisation. He also paid a visit to the Workmen's Insurance Hospital in Budapest, and a report on these two visits was submitted to the Interdepartmental Committee.

Work on the fracture clinic at the Miller General Hospital, the gift of Mr. Sydney Harvey, is still in progress and it is hoped that it will be completed by August 1939.

In Glasgow, through the interest of Sir James Lithgow, the question has been taken up by a number of the leading industrialists. Although there were some difficulties at first, two of the local infirmaries, the Royal and the Victoria, have decided to re-organise their respective fracture departments, and plans have been prepared by both authorities. Those interested are confident of raising the necessary funds, and by next year the construction of the new clinics should be well under way. Through the kind offices of a friend of the Society, two young surgeons from the Royal Infirmary paid a visit to the world-famous Vienna clinic and spent three weeks there studying Dr. Böhler's methods.

In Hull, in January 1938, at the instance of the Society, Mr. Arnold Reckitt gave a dinner to a number of local employers, and Mr. Rowley Bristow, F.R.C.S., spoke to them of modern methods of treatment. The Hull Royal Infirmary had already produced very good results by the new methods, but under extremely



difficult conditions, and £10,000 was needed to set up and equip a properly organised clinic. Mr. R. C. Burton, of Messrs. G. and T. Earle Ltd., undertook the work of temporary organiser for the appeal launched at the dinner, and through his efforts and the backing of Mr. Reckitt and Mr. H. N. Smith, the sum required was raised by the end of June, so that by next year the new clinic should be in existence.

The Society has already taken steps to start similar movements in other big industrial centres, as well as to attract attention to the enormous number of minor injuries suffered in industry, which often do not get the care they deserve because they do not appear to be serious. There is, too, the kindred question of re-education of those crippled by accidents to enable them to earn again their own living. For the London area this work is being done by the Leatherhead Cripples Training College, with which the Society is in touch.

#### NEUROSES

The Society has in the past few years been encouraging a study of the causes of the increasing incidence of industrial neuroses, and from time to time conferences have been arranged to give prominence to this subject. Discussions with Dr. G. P. Crowden led to co-operation between the Society and the London School of Hygiene and Tropical Medicine in the arrangement at the School of a short intensive course on Industrial Physiology and Medical Industrial Psychology. Member firms in the London area were informed of this course and a number of welfare workers attended and found it most useful. The lectures were accompanied by practical demonstrations and visits to the Home Office Industrial Museum. It is hoped to repeat the course next year.

#### ADVISORY MEDICAL COMMITTEE

The Society's Advisory Medical Committee has met regularly for lectures and discussions of medical problems in industry, and has given advice on specific questions raised from time to time by factory welfare or medical departments. The Council would like to remind member firms that this Committee is always ready to assist them on all problems affecting the health of their employees.



# GENERAL

## CONFERENCES

The Eighteenth Annual Lecture Conference of the Society was held at Balliol College, Oxford, in September 1937. There was a larger attendance than usual and it was gratifying to see many new young delegates. The subjects for discussion included co-operation, the influence of working environment on health, the value of voluntary organisations to welfare schemes, industrial relationship, modern treatment of fractures, technical institutions, and the work of the International Labour Office.

In March 1938 the Society, in co-operation with the Central Council of Recreative Physical Training arranged a special conference on Dexterity, at which Mr. Bruce Campbell gave a talk and demonstrations of proper methods of lifting heavy weights. Although obviously much of the work in heavy industries and in distribution still depends on the lifting of various materials by man power, there has not as yet been sufficient scientific study of safe methods. Proper instruction in these matters would obviate many of the dangers to life and limb involved.

In response to numerous questions on Air Raid Precautions and firms' responsibilities, the Society arranged an informal discussion between a number of welfare supervisors, doctors and safety officers, and Wing-Commander Hodsoll of the Home Office. This gathering proved so valuable to all who were present that he subsequently expressed his willingness to give individual attention to firms' difficulties.

## INTERNATIONAL CONTACTS

The Society is kept in close touch with developments abroad by frequent foreign visitors and by correspondence with similar organisations in other countries, as well as by visits to the Continent by various members of the staff.

The Secretary of the Hungarian League for Social Hygiene and Workmen's Welfare attended the Society's Conference in September, and in November Mr. Hyde accepted the League's kind invitation to visit Budapest. He inspected many of the larger factories in Hungary and addressed several meetings of industrialists and social workers in the main towns, and had the privilege of an audience with the Regent, Admiral Horthy.

In December Mr. Lochhead was invited to deliver a lecture at Berlin



University on "Voluntary Social Service in Great Britain." Mr. Paterson was a guest at the "Freude und Arbeit" Congress at Hamburg, and was present at the great international display of physical fitness which formed part of the Congress. The Society receives frequent visitors from Germany, who are interested in its work or desire to study social and industrial developments in this country, and it arranged with other organisations for the entertainment of official parties from the Hitler Jugend who were particularly interested in facilities for leisure occupations. Contact is also maintained with the Archiv für Wohlfahrtspflege in Berlin.

On an enquiry from the Italian organisation, Ente Nazionale di Propaganda per la Prevenzione degli Infortuni, on accident prevention and safety education, the Society collected a good deal of helpful material, and the Director was subsequently consulted over the planning of the Second International Safety Conference to be held in Rome in 1939.

Through the circulation of *Industrial Welfare and Personnel Management* in Japan an enquiry was received on modern methods of fracture treatment. From Switzerland came an enquiry on industrial canteens. The link established with Sweden last year is maintained through the Swedish member firm, Asea, and its British branch; with Palestine through the General Council of the Jewish Community of Palestine; with Turkey through Dr. Nizamettin Ali; and with Poland through the Instytut Spraw Społecznych. The Society has helped a considerable number of foreign students in their study of industrial conditions, and in this way has made useful contacts with visitors from Belgium, Esthonia, Finland, India and the United States of America.

#### CO - OPERATION

The Society works in association with various other organisations in several fields. Co-operation with the National "Safety First" Association in its accident prevention service and the supply of safety posters continues most satisfactorily, and reference has already been made to the joint committee to promote the use of accident prevention films. The Society was represented at the conference organised by the British Standards Institute to discuss standard specifications for safety boots and other personal protective equipment.

Mr. J. G. Paterson represents the Society on the Central Council of Recreative Physical Training and the National Fitness Council, on whose behalf he has addressed a number of meetings in various parts of the country.



The latter body has invited the help of the Society in considering the claims of industrial sports clubs to grants for development out of the National Fund.

The Society forms one of the constituent bodies on the British Management Council, the British Section of the Scientific Management Congress, and a member of the Council, Lieut.-Colonel E. Briggs, will represent the Society at the Seventh International Congress in the United States.

Questions of derating industrial playing fields are referred to a special Rating Committee of the National Playing Fields Association, on which the Society is represented.

The Director is a member of the governing body of the Department of Industrial Hygiene, under Dr. H. E. Collier, at the University of Birmingham, and the Society is thus kept in touch with its work.

The promoters of the Women's Pavilion at the Empire Exhibition in Glasgow were anxious to show in some tangible form the progress made in the consideration of human needs in industry. They therefore offered the Industrial Welfare Society a stall on which to display some examples of modern welfare schemes. The Council wish to thank all those firms who co-operated in this effort, particularly Messrs. Bilsland Brothers and Messrs. Jas. Templeton and Co. for the splendid models of their canteen and welfare departments made specially for this stall. The attention given to this display by visitors to the Exhibition has been most gratifying.

#### A P P O I N T M E N T S

Requests for advice about welfare work as a career have been much more frequent in the last few years, and many more candidates have been interviewed. Thirty-six posts have been filled during the year, and there are still some appointments outstanding. The number of male candidates placed has not been so encouraging as the number of women appointed. It is, however, a good sign that more young people are considering industrial welfare as a career, although salaries are not always attractive enough to draw into the movement men who are capable of handling the diversity of subjects now covered by the term industrial welfare.

#### V I S I T S

Contact has been maintained with member firms by personal visits from the Director and members of the staff, and the opportunity taken of discussing not only the internal problems of the factory, but also the wider issues with



which the Society is directly and indirectly concerned. A growing number of these visits are made at the request of the firm. In several cases firms going into new premises have made full use of the consultative service of the Society when plans and equipment were being considered. Acting upon the suggestion of those concerned, the Society is keeping in touch with the personnel policies of welfare departments in chain stores. The Council feel it is true to say that there is an increasing appreciation of the advantages of membership, and in the majority of cases a strong association has been established with individual firms.

#### PUBLICITY

The Society is grateful to *The Times* for the considerable prominence given, by the publication of two special numbers, to the progress made in industrial welfare since the war, for it is not sufficiently realised how much has been and is being done in industry on a voluntary basis. As part of the National Fitness Campaign *The Times* produced a special National Health Number which was later reprinted in book form. Mr. Hyde was invited to contribute an article on "The Health of the Worker," and in this way drew attention to the efforts being made by progressive firms to safeguard the health of their employees. With the coming into force of the Factories Act 1937, *The Times Trade and Engineering* published a special Factory Welfare Number, to which Mr. Hyde contributed a leading article on "The Growth of Concern for the Human Element," and Mr. Paterson an article on "Boys' Clubs and Camps."

A special number of the *Works Manager* was also devoted to welfare work and the Society provided the material and illustrations for this issue. It has also provided material and illustrations for articles in a number of other papers and journals.

The Council would here like to take the opportunity of thanking the Press for the reporting of meetings and the publication of letters and articles which have done much to extend the Society's work.

#### DUKE OF YORK'S CAMP

The special feature of the 1937 Camp was the visit of the host, not as Duke of York, but as King. Despite the heavy commitments of Coronation Year, he found time to spend a day in the Camp, entering as he had always done into the gaieties of its life. It is encouraging to note here that the success of the Duke of York's experiment has led to the formation of similar camps, often



run by men whose first experience was gained as guests of the Duke of York. The Australian camp, inaugurated by Lord Somers, continues to prove a great success. Birmingham decided in 1938 to run a camp on these lines for industrial and school boys in the Midlands district, and the Society was able to give the organisers considerable assistance in the planning and equipping of the camp. and Stewarts and Lloyds, Ltd., decided to run a camp in conjunction with Uppingham School for the boys' club at Corby. One pleasing feature of the interest aroused by the Camp is the occasional Old Boys' Dinner held in various parts of the country.

#### SOCIETY'S JOURNAL

From all reports received *Industrial Welfare and Personnel Management* has been appreciated by members and other readers and has proved of definite practical use to them. A larger number of enquiries on matters raised in articles and notes is a welcome sign of this interest, as is the steady increase in the number of subscribers. These come from very varied places and include U.S.A., Germany, Sweden, Italy, Japan, France, Russia and India, as well as every part of Great Britain. Member firms and individual friends of the Society have always been ready to give information and help in preparing and writing articles and in lending photographs, and to them the Council is exceedingly grateful.

Mr. H. A. Wickstead was responsible during part of the year for the production of the Journal, and his enthusiasm added not a little to the standard of those issues. Unfortunately for the Society he relinquished his post to take up his career as a schoolmaster.

That the Journal showed a small favourable balance on the year's working indicates that advertisers find it of value in making known their products. To the many friends who have given substantial help by inserting advertisements regularly the Council tender their appreciation. It is hoped that further support may come from others, for only in this way can the quality of the Journal be maintained and the work of the Society better made known.



## COUNCIL AND ACCOUNTS

During the year the Council has lost through death two old and valued members: Miss Rose E. Squire, O.B.E., famous for her pioneer work as a woman factory inspector and the first woman to attain the rank of a principal at the Home Office; and Mrs. T. C. Waterhouse, of Messrs. Holden Burnley and Co. Ltd. of Bradford. Miss Squire was still a member of the Council at the time of her death, and had always taken the liveliest interest in its doings. Mrs. Waterhouse had only retired from the Council the year before owing to bad health.

Mrs. M. E. Cottrell found it necessary to resign her membership of the Executive Committee, but the Council are very glad to feel that she is still one of their members.

The Council wish to congratulate Lord Stamp, one of their colleagues, on the peerage conferred upon him in the Birthday Honours.

Membership of the Society steadily increases, and the Council were glad to welcome 85 new firms as members during the year, the net gain in respect of membership subscriptions amounting to £427 per annum.

Owing to the very generous response of many member firms to the Treasurer's appeal, the Council were able to inaugurate a contributory pension scheme for the staff as from the 1st July, 1937. The problem of provision for superannuation of the staff had been very much in the Council's mind for some years, but without this contribution it would have been impossible to meet the back payments necessary to place the fund on a firm actuarial basis. The Council wish to express their most grateful thanks for the rapid and generous response to their appeal.

Mr. T. E. A. Stowell, M.D., F.R.C.S., was re-elected to the Chairmanship of the Advisory Medical Committee for a further term of two years, and the following new members have joined the Committee:

Dr. F. S. Carson (Vickers-Armstrongs Ltd.)  
Dr. R. H. B. Faichney (Magnesium Elektron Co. Ltd.)  
Dr. A. L. Leigh Silver (Royal Arsenal, Woolwich)  
Dr. J. B. Wrathall Rowe (Kodak Ltd.)  
Dr. P. Pringle (Standard Telephones and Cables Ltd.)  
Dr. A. H. Bennett (I.C.I. Alkali Ltd.)

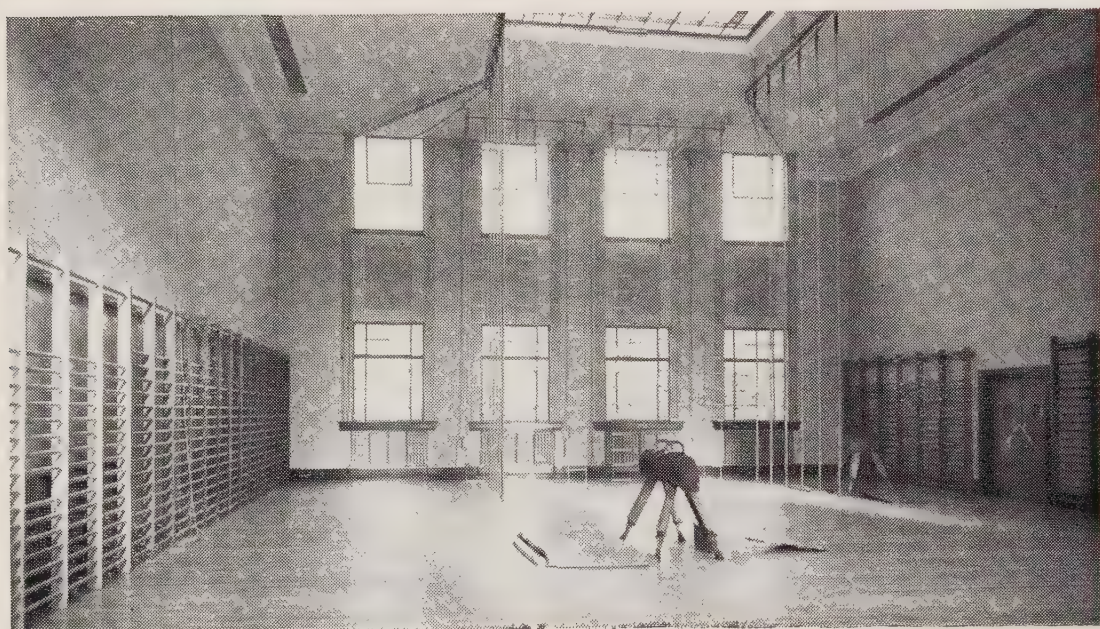




Tent inspection at the Uppingham and Corby Club camp, Stewarts and Lloyds, Ltd.

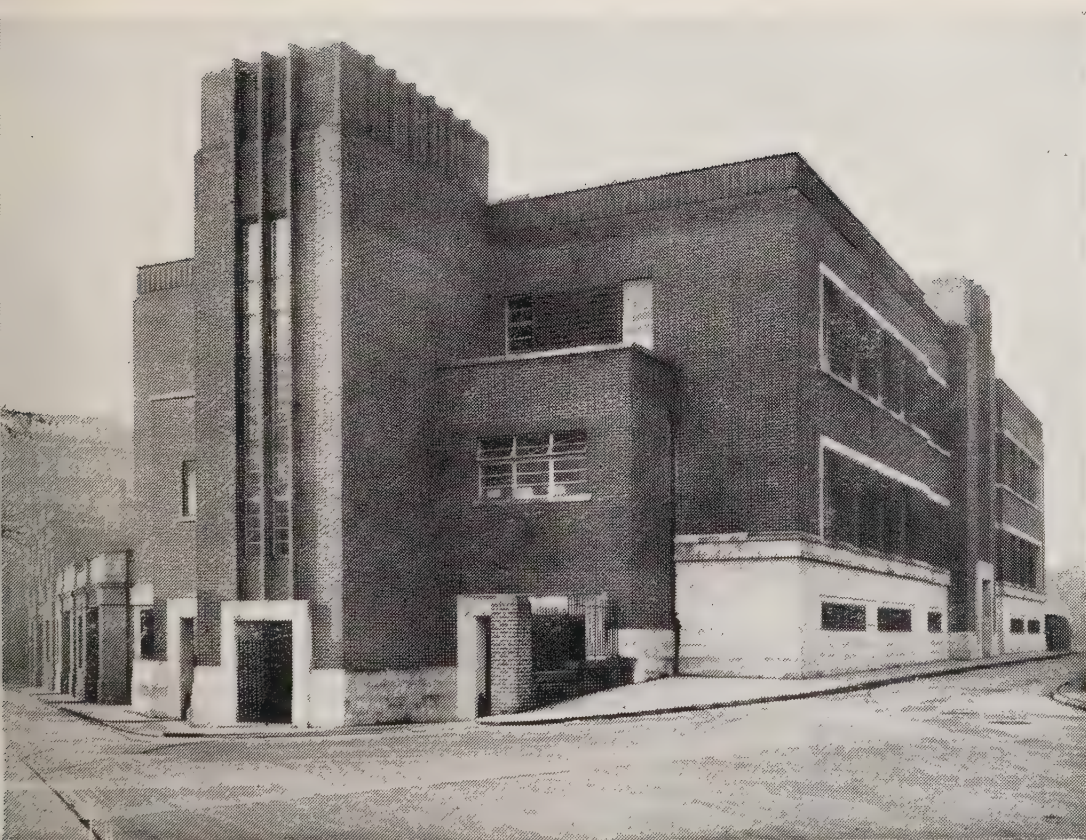


Girls' Pipe Band, C. H. Elkes and Sons, Ltd.



*Above:* The gymnasium at Wills's Recreation Club.

The Recreation Club, W. D. and H. O. Wills.

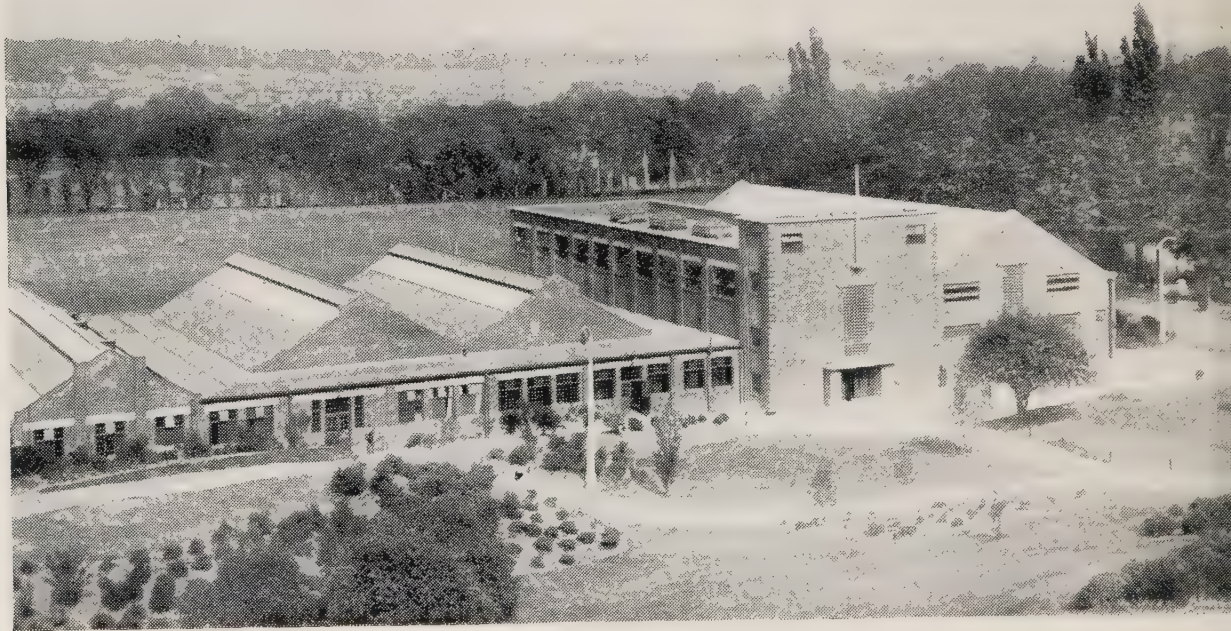






Canteen at the Aero Factory of  
the Austin Motor Co., Ltd.

Canteen at the New Southgate  
Factory of Standard Telephones  
and Cables, Ltd.



Canteen at Horlicks, Ltd.



The Council wish again to place on record their grateful thanks for all that Lord Plender has done for them in the capacity of Honorary Auditor, and to Mr. Harold Hargrove for his never-failing assistance as Honorary Solicitor.

#### THE ACCOUNTS, 1937-1938

“The Accounts for the year reveal a small deficit of £354 against which there was a credit balance of £658 from the previous year. This result is eminently satisfactory having regard to the fact that the trustees of the special reserve fund were not called upon to make any contribution—either from capital or interest—whereas, in the preceding four years, the annual grants ranged from £1,625 in 1936-37 to £3,925 in 1933-34. Further, the income of the Society amounted to £9,252. This considerable increase was due, in the first place, to the gratifying response to Sir Charles Craven’s appeal to members for larger subscriptions as a result of which £1,100 was received; other factors contributing to the increase were the addition of new members, the profit on the Journal and the revenue from the sale of gramophone records of the Coronation Ceremony.

In addition, there was raised a capital sum of £6,773 to cover a lump sum payment for past services of the staff in connection with the newly-formed pension fund; this was £639 in excess of the actual amount required and, with the consent of the donors, this balance has been placed to the credit of a staff benevolent fund.

The expenditure for the year under review increased by about £1,300, of which the contributions to the pension fund accounted for £711.

The demands for the services of the Society have grown to such an extent that the Finance and Organisation Committee experience considerable difficulty in giving the requisite support to the Director and his staff, since any proposal for increasing expenditure must be considered in relation to the Society’s income. The Committee, therefore, whilst warmly thanking those who have made it possible to maintain the organisation at its present high standard of usefulness, solicits a continuance of such co-operation with a view to augmenting the membership.”

*(Signed) ERNEST LEETE,  
Hon. Treasurer and Chairman, Finance  
and Organisation Committee.*



# INDUSTRIAL WELFARE

(Incorporated on the 25th October, 1928, under the Companies

## BALANCE SHEET

	£	s.	d.	£	s.	d.
BANK OVERDRAFT . . . . .				146	17	10
SUNDRY CREDITORS . . . . .				283	10	6
JOURNAL SUBSCRIPTIONS RECEIVED IN ADVANCE .				142	8	1
ENDOWMENT FUND ACCOUNT—						
Balance as at 30th June, 1937 . . . . .				1,033	6	5
STAFF BENEVOLENT FUND ACCOUNT—						
Amount transferred from Income and Expenditure						
Account . . . . .				639	6	11
INCOME AND EXPENDITURE ACCOUNT—						
Balance as at 30th June, 1937 . . . . .	658	9	11			
Excess of Expenditure over Income for the year						
ended 30th June, 1938, per attached Account .	354	16	4			
				<hr/>	303	13 7

NOTE.—Of the gift of £24,000 received by the Society in 1933 to be used at the request of the donor, more particularly for the extension of the work of the Society, the unexpended balance at 30th June, 1937, was £13,912 13s. 7d. During the year ended 30th June, 1938, the balance was increased by £227 5s. 6d., being income received less loss on sale of investments, leaving a balance at 30th June, 1938, of £14,139 19s. 1d. This balance is represented by Cash and Investments held by the Trustees, which possessed a market value of £13,926.

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£2,549 3 4

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## REPORT OF THE AUDITOR TO THE MEMBERS OF

I have examined the above Balance Sheet, dated 30th June, 1938, and have obtained all the thereon, is properly drawn up so as to exhibit a true and correct view of the state of the Society's the books of the Society.

5 London Wall Buildings, London, E.C.2.  
15th September, 1938.



# SOCIETY (Incorporated)

*Acts 1908 to 1917 as a Company limited by Guarantee.)*

30TH JUNE, 1938.

	£	s.	d.	£	s.	d.
FURNITURE AND FITTINGS at Cost, <i>less</i> Depreciation and Proceeds of Sales—						
Balance as at 30th June, 1937 . . . . .	313	14	10			
<i>Add:</i> Additions during the year . . . . .	13	6	6			
	327	1	4			
<i>Deduct:</i> Depreciation . . . . .	81	15	4			
				245	6	0
SUNDRY DEBTORS . . . . .				551	2	2
PAYMENTS IN ADVANCE . . . . .				51	10	7
INVESTMENTS, held for account of:						
Endowment Fund—						
£1,046 5s. 0d. 3½% Conversion Loan, at Cost (Market Value at 30th June, 1938, £1,072)				1,033	6	5
Staff Benevolent Fund—						
£403 19s. 10d. 3% India Stock, at Cost . . . . .	400	0	0			
(Market Value at 30th June, 1938, £406)						
Deposit with Post Office Savings Bank . . . . .	239	6	11			
				639	6	11
CASH IN HAND . . . . .				28	11	3
(Signed) CHARLES CRAVEN						
(Signed) THOMAS E. A. STOWELL						
(Signed) ERNEST LEETE, <i>Honorary Treasurer and Chairman</i> <i>of Finance and Organisation Committee.</i>						

£2,549 3 4

## THE INDUSTRIAL WELFARE SOCIETY (INCORPORATED)

information and explanations I have required. In my opinion such Balance Sheet, with the note  
affairs, according to the best of my information and the explanations given to me and as shown by

(Signed) PLENDER, *Chartered Accountant,*  
*Honorary Auditor.*



## INDUSTRIAL WELFARE

## INCOME AND EXPENDITURE ACCOUNT

	£	s.	d.	£	s.	d.
To Salaries:						
Welfare Organisation and Information Service .	3,114	18	0			
Department for the Development and Extension of the objects of the Society . . . . .	1,183	12	2			
Administration . . . . .	1,446	6	3			
				5,744	16	5
,, Staff Pension Scheme Contributions . . . . .				711	12	2
,, Travelling and other expenses of Director and Organisers . . . . .				570	7	4
,, Office Printing and Stationery . . . . .				218	5	7
,, Postages and Telegrams . . . . .				292	12	2
,, Rent and Rates . . . . .				578	11	5
,, Telephone . . . . .				66	6	6
,, Sundry Office Expenses . . . . .				277	8	1
,, Cleaning, Lighting and Heating . . . . .				212	14	6
,, Bank Charges . . . . .				6	3	4
,, Printing Pamphlets, Catalogues, etc. . . . .				104	4	0
,, Copies of "Industrial Welfare and Personnel Management" Journal supplied to Members and Others . . . . .				633	11	8
,, Repairs and Redecoration of Premises . . . . .				108	4	0
,, Depreciation of Furniture and Fittings . . . . .				81	15	4
				<hr/>		
				£9,606	12	6



# SOCIETY (Incorporated)

FOR THE YEAR ENDED 30TH JUNE, 1938

	£	s.	d.	£	s.	d.
By Subscriptions received from Members . . . . .				5,801	3	6
„ Other Subscriptions and Donations received from Members and others . . . . .				2,309	3	1
(No credit has been taken in this account for subscriptions due but not collected.)						
				<hr/>		
				8,110	6	7
„ Special Donations received in respect of Staff Pension Scheme . . . . .	6,773	7	0			
„ Less: Initial Premium paid in respect of past services . . . . .	6,134	0	1			
Amount transferred to Staff Benevolent Fund Account, per Balance Sheet . . . . .	639	6	11			
	<hr/>			6,773	7	0
„ “Industrial Welfare and Personnel Management” Journal—Excess of Income over Expenditure . . . . .				731	17	0
„ Receipts from Conferences, <i>less</i> expenses . . . . .				28	3	4
„ Receipts from Accident Prevention and other Services, <i>less</i> expenses . . . . .				336	3	1
„ Interest on Endowment Fund Investment (Gross) . . . . .				36	12	4
„ Refund of Income Tax 1936-37 . . . . .				8	13	10
„ Balance, being Excess of Expenditure over Income, carried to Balance Sheet . . . . .				354	16	4
				<hr/>		
				<u>£9,606</u>	<u>12</u>	<u>6</u>



## PUBLICATIONS OF THE SOCIETY

THE INTRODUCTION OF A WORKS WELFARE SCHEME. 2s. 6d.

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WORKS LAUNDRIES. 2s. 6d.

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Monthly Journal of the Society. 1s. Subscription, 10s. per annum.



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(Incorporated)

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---

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*Hon. Solicitors:* MESSRS. HARGROVE & CO.

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*Chairman of Advisory Medical Committee:* MR. T. E. A. STOWELL, M.D., F.R.C.S.

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*Secretary:* MR. G. L. PERRY.

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